

A Matrix for Analysing Approaches to Commissioning Across Agencies

IPC have drawn on a range of national materials, plus its own experience of working on the commissioning of public care services throughout the country to develop a matrix for analysing the extent to which different areas of the commissioning and contracting process are integrated across the agencies. The matrix uses the 4 elements of the commissioning cycle:

- ☐ Analyse
- ☐ Plan
- ☐ Do
- ☐ Review

The matrix also differentiates between the following 4 levels of collaboration:

- ☐ Separate Approaches: Actions and decisions are arrived at independently and without co-ordination.
- ☐ Parallel Approaches: Objectives, plans, actions and decisions are arrived at with reference to other agencies.
- ☐ Joint Approaches: Objectives, plans, actions and decisions are developed in partnership by separate agencies.
- ☐ Integrated Approaches: Objectives, plans, actions and decisions are arrived at through a single organisation or network.

Examples of activities at each level are described in the table below.

| Areas | Separate Approaches | Parallel Approaches | Joint Approaches | Integrated Approaches |
|----------------|--|---|---|---|
| Analyse | <ul style="list-style-type: none"> <input type="checkbox"/> Needs analysis is undertaken independently. <input type="checkbox"/> Public meetings, conferences, feedback are designed and delivered independently. <input type="checkbox"/> The financial impact of services and policies on other agencies is not considered. | <ul style="list-style-type: none"> <input type="checkbox"/> Separate needs analyses shared by agencies. <input type="checkbox"/> Separate cost, benchmarking and general market intelligence shared by agencies. <input type="checkbox"/> Agencies allocate some resources to address issues of common concern | <ul style="list-style-type: none"> <input type="checkbox"/> Jointly designed population needs analysis informs commissioning priorities. <input type="checkbox"/> Agencies jointly design and manage consultation and feedback activities. <input type="checkbox"/> Agencies identify pooled budgets for particular areas, and a joint approach to decision making on budget allocation to meet common objectives. | <ul style="list-style-type: none"> <input type="checkbox"/> Single projects undertaking needs analysis and using these to inform common commissioning and contract priorities. <input type="checkbox"/> Single research, analysis, or public health teams. <input type="checkbox"/> Pooled budgets within a single agency or network, to meet combined needs identified for the population via the JSNA. |
| Plan | <ul style="list-style-type: none"> <input type="checkbox"/> Agencies develop services to meet their own priorities. <input type="checkbox"/> Single agency planning documents do not include key partner's priorities and drivers. <input type="checkbox"/> Single-agency commissioning strategies. | <ul style="list-style-type: none"> <input type="checkbox"/> Systematic analysis of partner agency perspectives, issues and concerns. <input type="checkbox"/> Liaison in the production of separate strategies. <input type="checkbox"/> Strategies and plans reference and address partners' issues. | <ul style="list-style-type: none"> <input type="checkbox"/> Shared commitment to improve outcomes (across client group) clearly outlined in the Health and Wellbeing Strategy. <input type="checkbox"/> Joint strategy development teams producing common commissioning | <ul style="list-style-type: none"> <input type="checkbox"/> Inclusive planning and decision process as an integral partner. <input type="checkbox"/> A transparent relationship between integrated bodies. |

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| | | | strategies and documents. | |
| Do | <ul style="list-style-type: none"> <input type="checkbox"/> A fragmented approach to use of providers and resources. <input type="checkbox"/> Market facilitation sited in separate organisations. | <ul style="list-style-type: none"> <input type="checkbox"/> Agencies inform each other of purchasing intentions. <input type="checkbox"/> Market development information shared across agencies when clearly relevant. | <ul style="list-style-type: none"> <input type="checkbox"/> Agencies develop joint service specifications and contract or share contract risk. <input type="checkbox"/> Joint appointments of commissioning staff <input type="checkbox"/> Jointly researched and produced market position statement. | <ul style="list-style-type: none"> <input type="checkbox"/> Integrated commissioning function, e.g. a single manager with responsibility for managing commissioning and contracting within a single organisation or network. |
| Review | <ul style="list-style-type: none"> <input type="checkbox"/> Contract compliance information is used independently of other sources and solely within the organisation. <input type="checkbox"/> Provider performance information not shared between agencies. | <ul style="list-style-type: none"> <input type="checkbox"/> Agencies share information about contracts and intelligence about performance where relevant. <input type="checkbox"/> Agencies inform each other of performance improvement needs. <input type="checkbox"/> Information from patients/service users or service providers is shared when clearly relevant. | <ul style="list-style-type: none"> <input type="checkbox"/> Multi-agency review groups ensure robust joint arrangements for the collection and interpretation of performance information. <input type="checkbox"/> Agencies jointly design monitoring frameworks. | <ul style="list-style-type: none"> <input type="checkbox"/> Integrated monitoring and review arrangements that result in a shared understanding of the effectiveness of current services and the evidence for changes in the future. <input type="checkbox"/> A single function is responsible for managing and monitoring contracts to meet a single commission agenda. |